

2010 State Workforce Report

AN OVERVIEW OF WASHINGTON STATE GOVERNMENT WORKFORCE DATA



Director's Message

I am pleased to present the 2010 State Workforce Report as a tool to help inform discussions about Washington State government employees. This report provides a snapshot of the executive branch workforce as of June 30, 2010, as well as recent trends.

I believe that a key role of the Department of Personnel (DOP), the state's central human resource agency, is to provide leaders with current data to make informed decisions about workforce issues. Having access to this data is especially critical now, when the state is facing an unprecedented financial crisis and difficult decisions must be made.

This report contains information such as: number and distribution of state employees, types of state employment, workforce age and diversity data, management profile, salary trends, hiring and turnover trends, layoff activity, performance management progress, employee satisfaction data, and more.

It goes hand-in-hand with the annual enterprise-wide Human Resource Management Report, which is a roll-up dashboard comparing agencies' progress to key workforce management performance measures. Together, these two reports provide a wealth of information for setting priorities, making improvements, and monitoring accountability.

The DOP website (www.dop.wa.gov) includes a Strategic HR section dedicated to providing easy access to these reports and the most current workforce data available. In addition, this site contains HR best practices, strategies, and benchmark information from private industry, other states, and across state agencies. It also includes the latest research reports from the National Association of State Personnel Executives (NASPE), the Pew Center, and other premier research organizations.

As a result of the current economy, this past fiscal year has seen significant changes in Washington State's workforce. Our use of data and best practices to improve workforce management practices is critical to supporting agencies in maintaining or rebuilding an engaged workforce.

Washington State's 2009 State Workforce Report – the first of its kind in nearly two decades – won the 2010 National Association of State Personnel Executives (NASPE) Communications Award in the print category. We hope the 2010 State Workforce Report continues this standard of excellence.



Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Eva Santos'.

Eva Santos

Director
Department of Personnel

Table of Contents

About this Report	2
Key Events Impacting the State Workforce	2
Workforce at a Glance	3
Geographic Distribution.....	3
Workforce Profile	4
Number of Employees.....	4
Workforce Distribution by State Agency.....	5
Types of Employment.....	6
Management Profile.....	6
Washington Management Service	7
Managing WMS Growth.....	7
Workforce Diversity.....	8
Workforce Age.....	9
Compensation.....	10
Annual Salary	10
Other Compensation Tools	11
Overtime Compensation	12
Talent Acquisition.....	13
Hiring and Staff Movement.....	13
Top Jobs and Employers.....	13
New Hire Age	13
Retention	14
Length of Service	14
State Workforce Turnover.....	14
Turnover - Retirement.....	14
Turnover - Resignation.....	15
Layoff Activity	15
Employee Performance Management	16
Performance Planning and Evaluation.....	16
Employee Satisfaction	17
Washington State Employee Survey	17
Workforce Initiatives	18

About this Report

The 2010 Washington State Workforce Report focuses on state employees in the general government portion of the executive branch. This includes all permanent and non-permanent employees in state agencies under the jurisdiction of the Governor and other executive elected officials.

This report does not cover employees in higher education, the legislative and judicial branches, and certain others, such as emergency firefighters, youth conservation corps, and those who are paid by the state's payroll system but are not considered to be state employees.

Excluding higher education, the executive branch makes up about 98 percent of the workforce. The legislative branch and judicial branch make up the remaining 2 percent.

The primary source of the Washington state government workforce data is the Human Resource Management System (HRMS) managed by the Department of Personnel.

The data contained in this report is as of June 30, 2010, unless otherwise noted. Most data is based on fiscal years. The state fiscal year begins on July 1 and ends on June 30. For example, FY 2010 began July 1, 2009, and ended June 30, 2010.

Key Events Impacting the State Workforce

July 2005 – Civil service rule changes, job class consolidation, and collective bargaining agreements go into effect (per 2002 Personnel System Reform Act).

July 2006 – All agencies complete the transition from an old legacy payroll system to processing payroll through the Human Resource Management System (HRMS).

August 2008 – Freeze on hiring, non-emergency out-of-state travel, new equipment purchases, and non-emergency personal service contracts.

October 2008 – Supplemental budget results in additional one percent budget cuts.

December 2008 – Hiring freeze replaced by hiring cap.

February 2009 –

- Freeze on wage/salary increases for one year for Washington Management Service and at-will positions (HB 5460).
- Governor's Directive on Shared Services (09-02).

April 2009 – Negotiated salary increases for 2009 are not funded in final budget.

December 2009 – Governor's supplemental budget requires cuts in state agencies. Executive Order 09-08 "Elimination of Certain Boards and Commissions" is signed.

February 2010 –

- Legislature imposes moratorium on monetary performance awards (SHB 2998).
- Legislature extends freeze on WMS and at-will salaries through June 30, 2011 (SSB 6382).

March 2010 – Legislature imposes hiring freeze effective through June 30, 2011 (ESHB 2921).

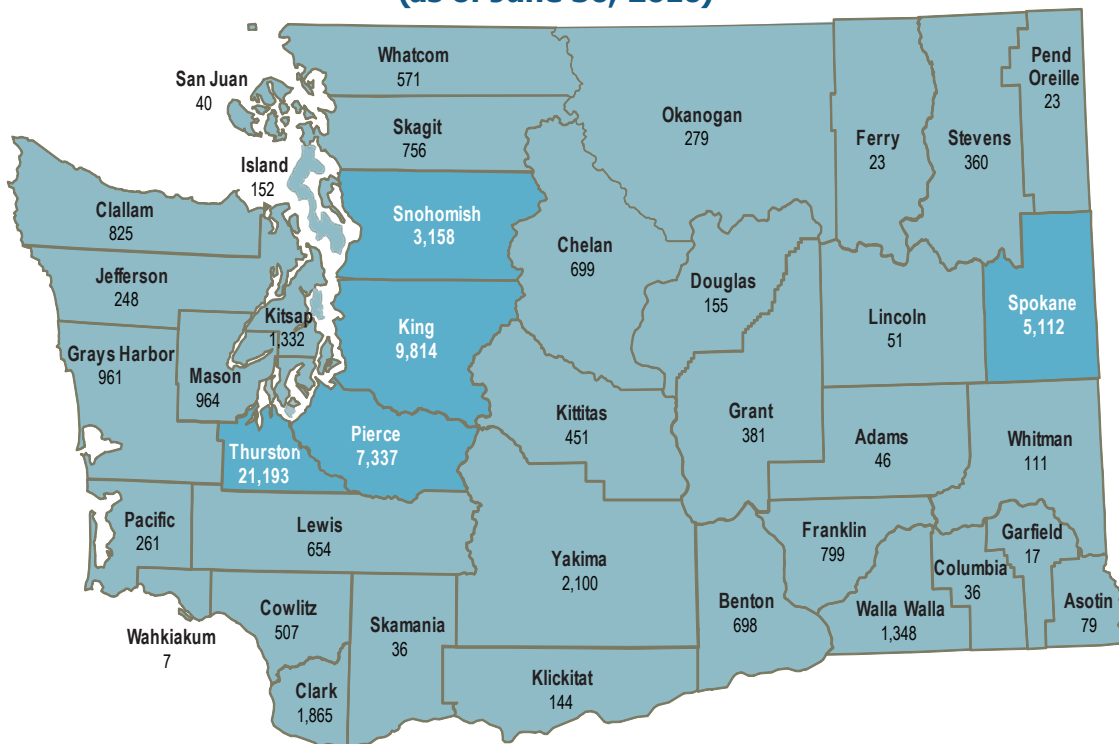
Workforce at a Glance

Workforce Profile (as of June 30, 2010)

Workforce Headcount	63,874
Average Age	47
Female	51%
Persons of Color	18%
Persons with Disabilities	3%
Vietnam Era Veterans	5%
Disabled Veterans	1%
Average Length of Service	11 Years
Median Annual Base Salary	\$50,568*
Classified	94.8%
At-Will	5.2%
Covered by Collective Bargaining	74.6%
Full-time (Salaried Employees)	88.3%
Permanent Status	84%
Turnover Rate (Average)	8.3%

*Full-time employees only

Geographic Distribution of State Government Workforce (as of June 30, 2010)



Nearly 73% of state employees are located in five counties.

Workforce Profile

Number of State Employees

Declining Headcount

Between July 2008 and June 2010, the number of state employees declined by 2,840, or 4.3 percent, as a result of budget cuts and hiring restrictions. During the same time, the state population grew by 2.2 percent.

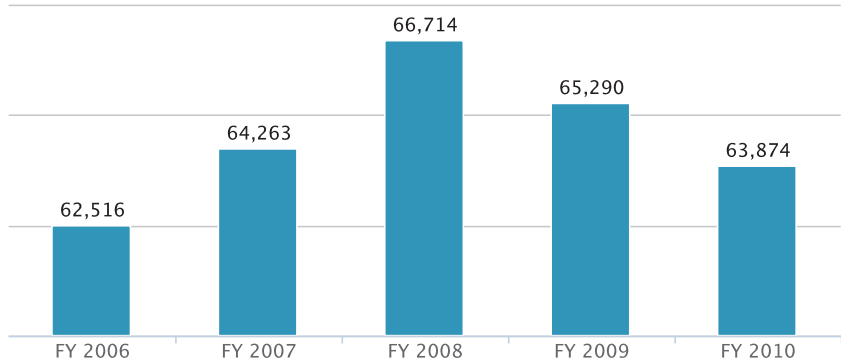
Prior to July 2008, the state workforce experienced two years of targeted growth from funding state priorities, such as the safety of vulnerable children and staffing of prisons.

Hiring Freeze and Layoffs

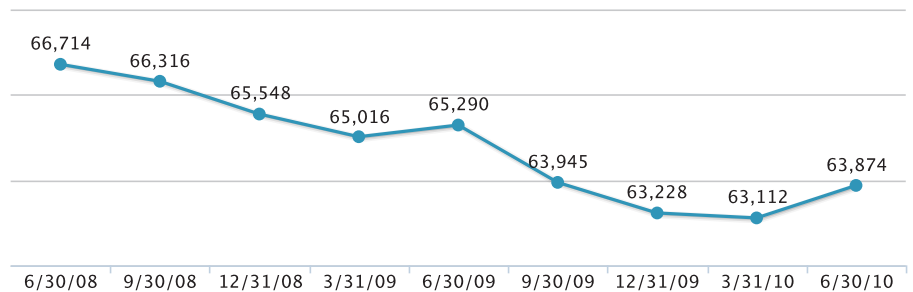
The reduction in headcount for the last two fiscal years is attributed to layoffs and positions unfilled due to hiring restrictions and budget cuts.

The slight increase each June shows the normal pattern of hires for seasonal work such as park maintenance and fire fighting.

Workforce Headcount Reflects Targeted Growth Followed by Hiring Freeze and Layoffs



Headcount Declines in Response to Challenging Economy



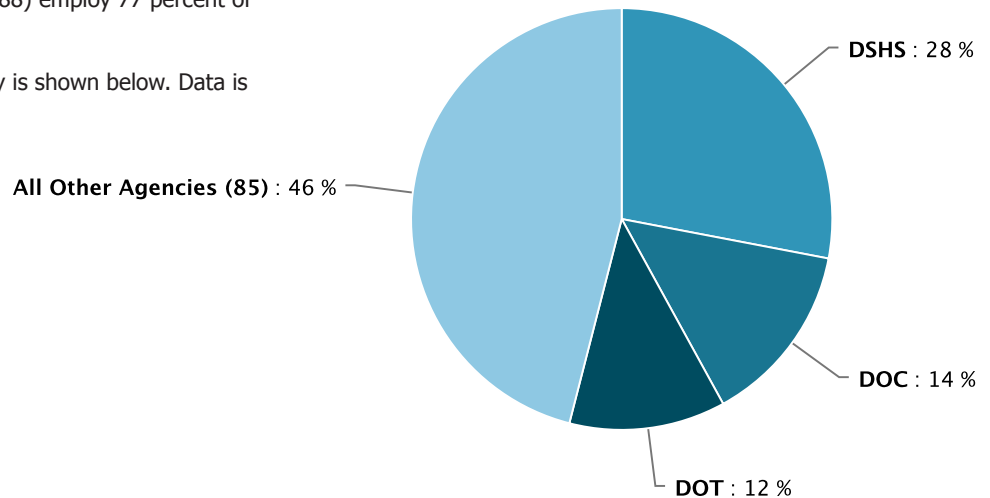
Workforce Profile (Continued)

Workforce Distribution by State Agency

Just over half (54 percent) of the state workforce is employed in the three largest agencies: Departments of Social & Health Services (DSHS), Corrections (DOC), and Transportation (DOT). The ten largest agencies (of 88) employ 77 percent of the state's workforce.

The number of employees by agency is shown below. Data is as of June 30, 2010.

Three State Agencies Employ Over Half the General Government Workforce



Number of Employees Per Agency (Ranked by Size)

1. Social & Health Services 18,182	32. Personnel 190	60. Minority & Women's Business Enterprises 17
2. Corrections 8,693	33. Financial Institutions 184	61. Arts Commission 16
3. Transportation 7,713	34. Gambling Commission 169	62. County Road Administration Board 16
4. Labor & Industries 2,722	35. Center for Childhood Deafness 152	63. Indeterminate Sentence Review Board 14
5. Employment Security 2,650	36. Industrial Insurance Appeals 151	64. Board of Tax Appeals 12
6. State Patrol 2,288	37. Lottery 142	65. Growth Management Hearings Board 12
7. Health 1,772	38. Utilities & Transportation 138	66. Sentencing Guidelines Commission 12
8. Fish & Wildlife 1,760	39. School for the Blind 113	67. Transportation Improvement Board 12
9. Natural Resources 1,684	40. Printer 99	68. Environmental Hearings Office 11
10. Ecology 1,609	41. Investment Board 86	69. Transportation Commission 11
11. Liquor Control Board 1,455	42. Services for the Blind 85	70. Pilotage Commissioners 10
12. Licensing 1,373	43. Housing Finance 71	71. Columbia River Gorge Commission 9
13. Attorney General 1,262	44. Governor 67	72. Lieutenant Governor 7
14. Revenue 1,156	45. Recreation & Conservation Fund 66	73. Volunteer Firefighters 6
15. Parks 972	46. Treasurer 63	74. LEOFF Plan 2 Retirement 6
16. Agriculture 852	47. Historical Society 60	75. Pollution Liability Insurance 6
17. Veterans Affairs 741	48. Horse Racing Commission 52	76. Caseload Forecast Council 5
18. General Administration 596	49. Eastern Washington State Historical Society 37	77. Economic & Revenue Forecast Council 5
19. Information Services 457	50. Criminal Justice Training Commission 37	78. Health Care Facilities Authority 5
20. Superintendent of Public Instruction 436	51. Human Rights Commission 36	79. Home Care Quality Authority 5
21. State Auditor 376	52. Puget Sound Partnership 35	80. Marine Employees' Commission 5
22. Commerce 356	53. Public Employment Relations Commission 32	81. Tobacco Settlement Authority 5
23. Military Department 348	54. Workforce Training & Education Coordinating Board 28	82. Freight Mobility Strategic Investment 3
24. Financial Management 330	55. Conservation Commission 26	83. Indian Affairs 2
25. Health Care Authority 291	56. Public Disclosure Commission 26	84. Citizen's Commission on Salaries for Elected Officials 2
26. Secretary of State 289	57. Traffic Safety Commission 21	85. Economic Development Finance Authority 2
27. Retirement Systems 238	58. Archaeology & Historic Preservation 19	86. African American Affairs 2
28. Convention & Trade Center 230	59. Board of Accountancy 19	87. Hispanic Affairs 2
29. Insurance Commissioner 213		88. Asian Pacific American Affairs 1
30. Early Learning 209		
31. Administrative Hearings 196		

Workforce Profile (Continued)

Types of Employment

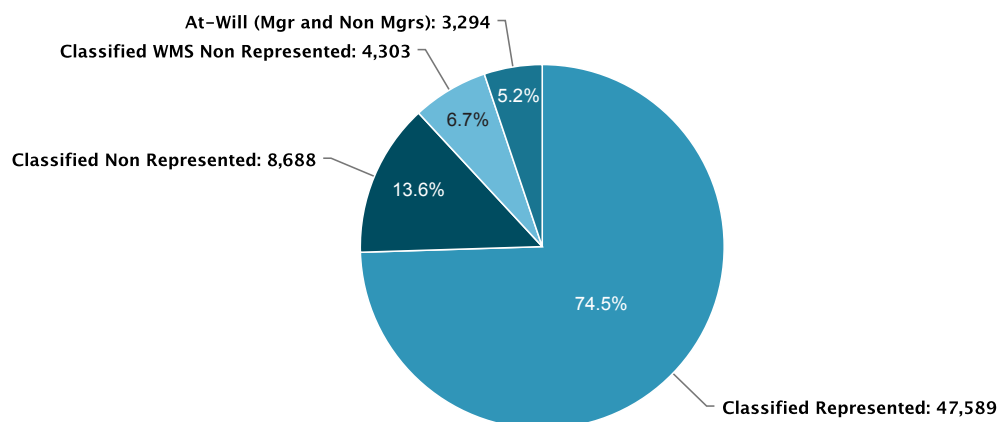
Classified

- Classified positions are subject to civil service law RCW 41.06 or similar statutory provisions.
- Most classified positions are represented by collective bargaining units.
- Washington Management Service (WMS) positions are classified; however, they are not represented.

At-Will:

- At-will positions serve at the pleasure of the appointing authority.
- At-will positions are not represented.

Types of Employment



Factors contributing to percentile changes from previous reports: new bargaining units, budget reductions, and additional clarifying coding.

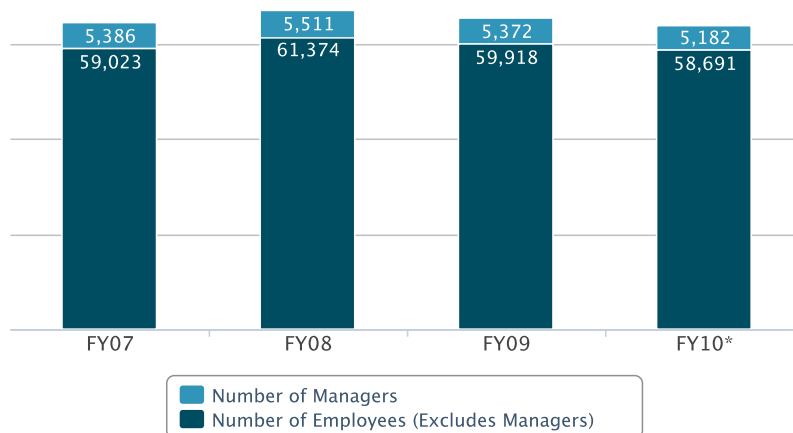
Management Profile – Manager to Staff Headcount

The overall employee headcount (including managers) declined by 2.2 percent, and the overall manager headcount declined by 3.5 percent (190 managers) between FY09 and FY10.

The manager headcount includes a combination of at-will and classified executive branch positions identified as “manager” by the employing agency. As of June 30, 2010, there were approximately 5,182 managers in the workforce. This count includes elected officials, agency directors, WMS, general service managers, and executives serving at the pleasure of the Governor or other elected officials.

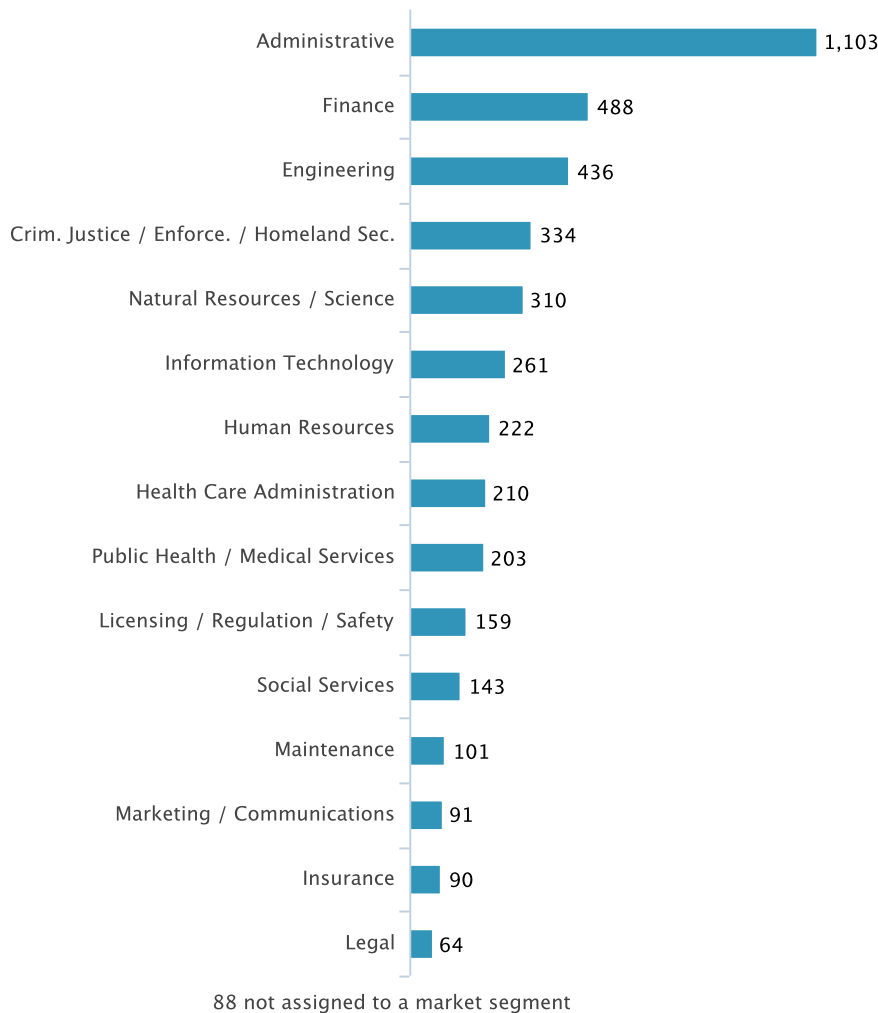
To provide a more complete profile, classified general service managers are included in the manager count for this year’s report. WMS positions coded as “policy” or “consultant” were not included in the manager count.

Manager to Staff Headcount Trend



Workforce Profile (Continued)

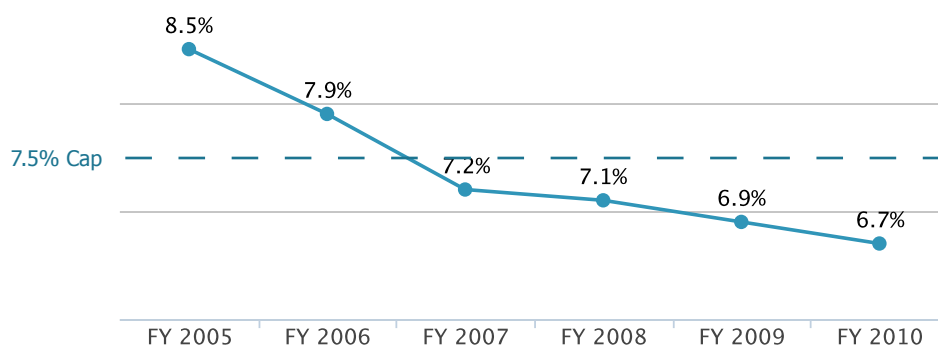
WMS Distribution by Market Segment



Washington Management Service

The Washington Management Service (WMS) consists of classified, non-represented mid-level managers. The largest segment of WMS falls in the Administrative market segment with 26 percent of WMS. Positions included in this category typically determine and formulate policies and provide overall administrative activities. Examples of jobs included are: Public Disclosure Officers, State Auditors, Risk Managers, and Researchers.

Proportion of Workforce that is WMS has Declined Since FY 2005



Managing WMS Growth

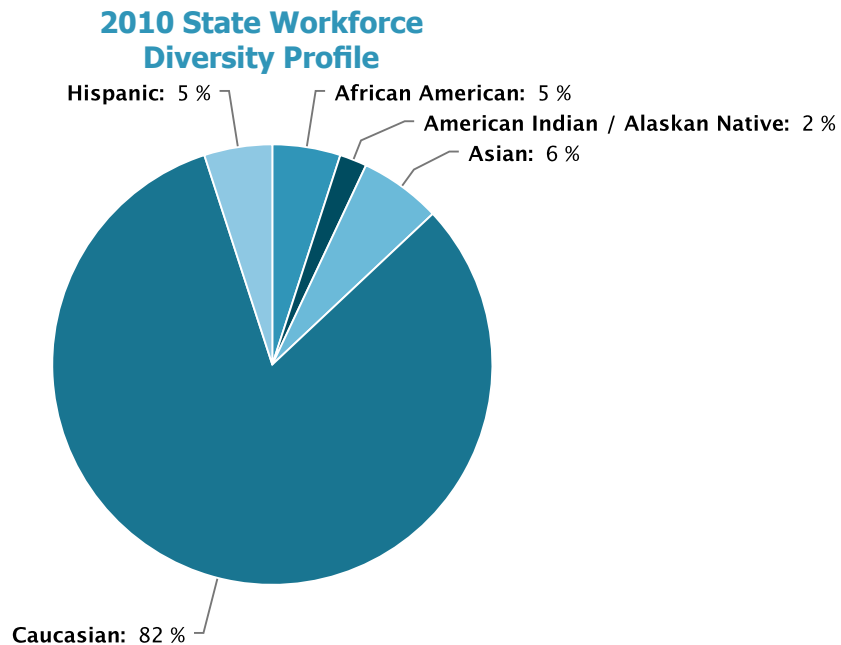
The number of WMS employees continues to decline, with a headcount reduction of 208 in FY10. The total WMS headcount was 4,303 at the end of FY10. This represents 6.7 percent of the state workforce. The statewide biennial cap is 7.5 percent.

Factors contributing to the reduction in WMS include agency control points set in 2007 to limit the growth of WMS, hiring freezes, and layoff activities resulting from budget cuts.

Workforce Profile (Continued)

Workforce Diversity

Diversity in the state workforce has remained relatively unchanged in the last four fiscal years, with the exception of Persons with Disabilities and Disabled Veterans, which have both declined by one percentage point since FY 2007.



State Government vs State Civilian Workforce Diversity

	State Workforce				Civilian Workforce
Year	FY07	FY08	FY09	FY10	2000*
Persons of Color	18%	18%	18%	18%	19%
Persons with Disabilities	4%	4%	4%	3%	7%
Female	51%	51%	51%	51%	46%
Vietnam Era Veterans	5%	5%	5%	5%	n/a
Veterans with Disabilities	2%	2%	2%	1%	n/a
Persons over 40	70%	69%	70%	71%	n/a

*Source: 2000 Census

Diversity Profile for Employees and Managers FY10

	Employees	Managers
Persons of Color	17.9%	13.5%
Persons with Disabilities	3.5%	3.2%
Female	51.3%	46.3%
Vietnam Era Veterans	4.6%	6.3%
Veterans with Disabilities	1.4%	1.5%
Persons over 40	69.4%	89.5%

New Hires by Diversity

Fiscal Year	FY07	FY08	FY09	FY10
Persons of Color	18.0%	17.6%	17.9%	15.8%
Persons with Disabilities	1.3%	1.3%	1.3%	0.8%
Female	49.9%	49.8%	50.7%	50.5%
Vietnam Era Veterans	2.1%	2.2%	2.0%	1.9%
Veterans with Disabilities	0.8%	0.8%	0.7%	0.1%
Persons over 40	41.7%	39.9%	41.6%	47.7%

Turnover by Diversity

Fiscal Year	FY07	FY08	FY09	FY10
Persons of Color	18.1%	19.4%	17.9%	17.6%
Persons with Disabilities	4.5%	4.5%	4.1%	4.5%
Female	51.5%	54.1%	51.8%	52.9%
Vietnam Era Veterans	7.1%	6.9%	6.8%	8.1%
Veterans with Disabilities	2.0%	1.7%	1.6%	1.8%
Persons over 40	62.8%	64.0%	64.7%	66.0%

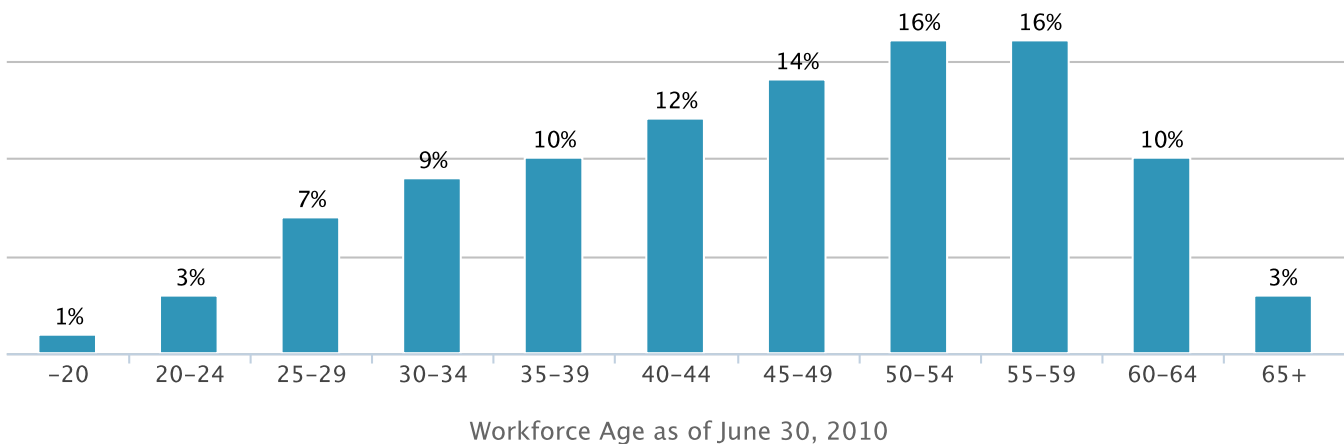
Workforce Profile (Continued)

Workforce Age

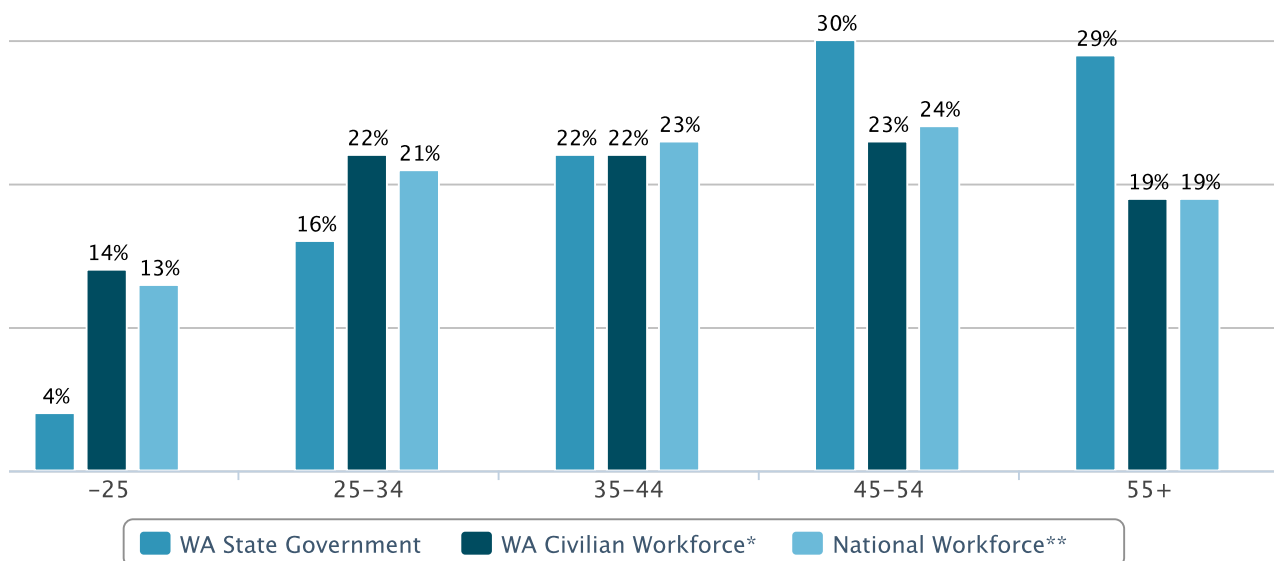
In FY 2010, the average age of Washington state employees was 47 years compared to an average of 46 years among other state governments as reported by the Bureau of Labor Statistics for 2009. The average age of managers remains at 51 years.

The state's workforce is generally older than the civilian or national workforces, with 10 percent more employees age 55 or older than the comparison populations.

71% of State Employees Are Over 40



Age Comparison - State and Civilian Workforce



*Source: Washington State Employment Security Department 2008 **National Bureau of Labor Statistics 2008

Compensation

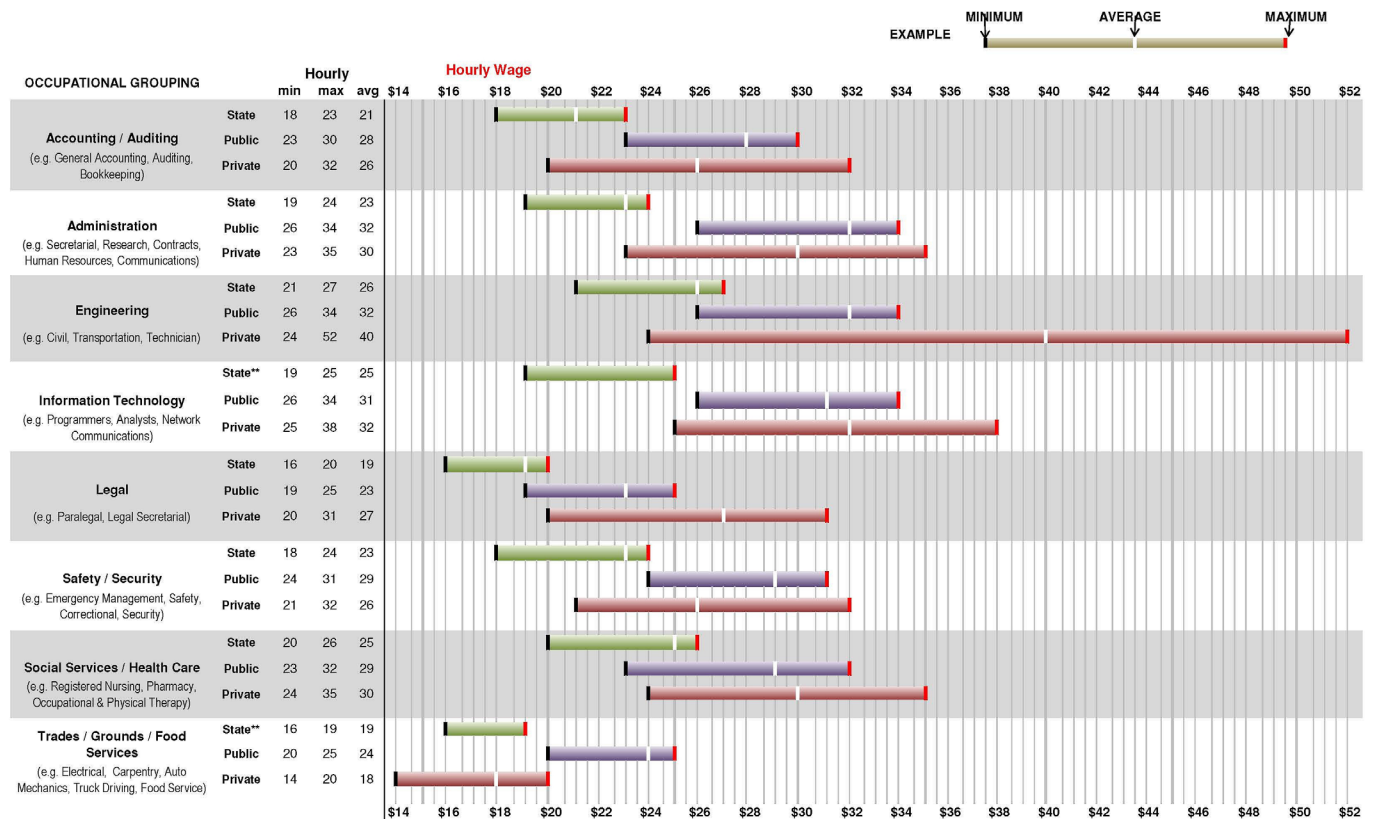
Annual Salary

State employee compensation makes up a large portion of the state budget. DOP contracted with a national survey firm, The Segal Company, with more than 70 years of industry experience, to conduct the 2010 salary survey. The survey compared the base salaries for 78 representative jobs as of September 2009 to similar private sector and other public sector (county, city) jobs.

The state salary survey found that, on average, lower-wage state workers (e.g., food service, laundry worker) earn more than their private-sector counterparts – while those at a higher salary (e.g., accountants, auditors, IT) earn less.

Washington's survey findings are similar to a national study commissioned by the Center for State and Local Government Excellence and a briefing paper (#276) issued by the Economic Policy Institute (EPI); both found public sector employees generally earn less than their private sector counterparts.

Washington State 2010 Salary Survey at a Glance



Compensation (Continued)

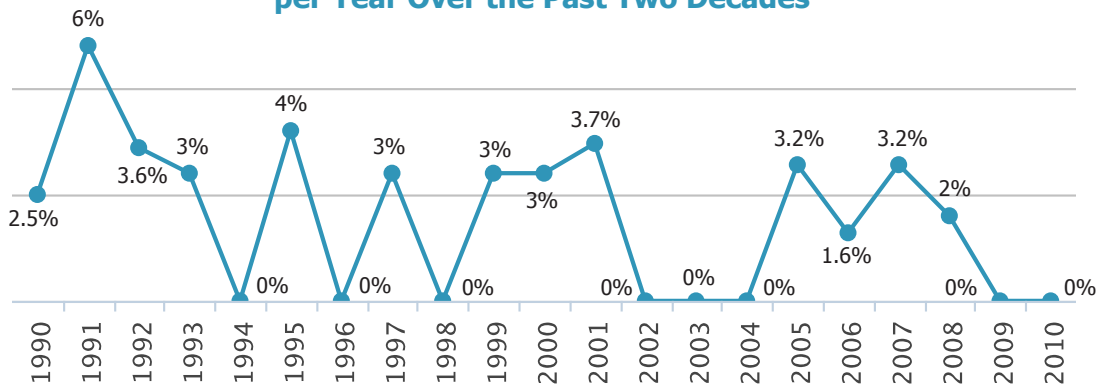
Other Compensation Tools

General Wage Increase

The last general wage increase for state employees was a two percent increase in 2008 (July for represented, September for non-represented).

Washington does not use COLA (cost of living adjustment) methodology to determine across-the-board wage increases. Increases are negotiated for represented employees and approved by the Legislature for non-represented employees.

General Wage Increases Have Averaged 2% per Year Over the Past Two Decades



*2006 – Teamsters negotiated 2.9% increase, all others received 1.6%

Incremental Salary Increases

General Service classified employees (non-WMS) receive incremental salary increases each year until they reach the top step of their salary range. These step increases are automatic and are a permanent addition to the base pay.

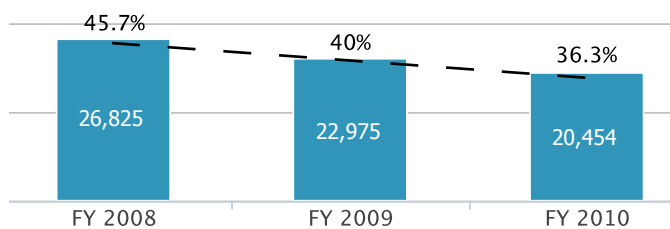
As of June 2010, 36.3 percent of classified general service employees were eligible for a step increase. The remaining

63.7 percent of employees have reached the top of their pay ranges and are ineligible for step increases.

Salary Freeze

As a result of legislation (SSB 5460), all salary increases for WMS and at-will positions have been frozen effective February 15, 2009, through June 30, 2011.

% of General Services Classified Employees Eligible for Incremental Salary Increases Continue to Decline in FY10



Decrease in Eligibility of 9.4 percentage points

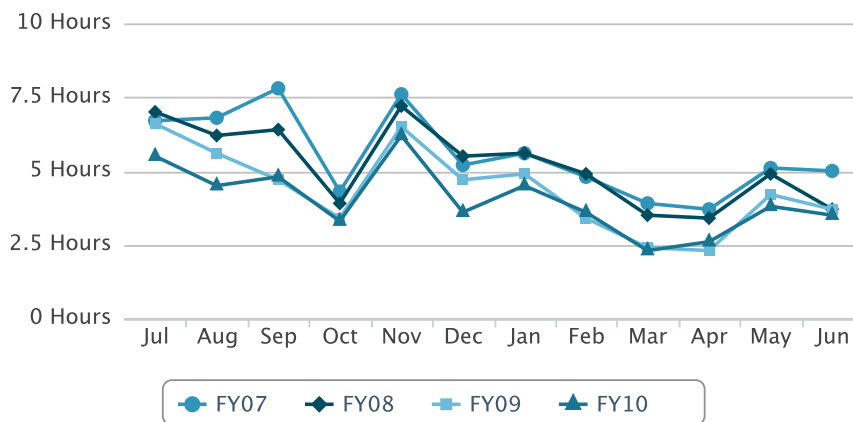
Compensation (Continued)

Overtime Compensation

State employees who are covered under the Fair Labor Standards Act (FLSA) are eligible to receive overtime pay for hours worked beyond the 40-hour workweek. During FY 2010, approximately 69 percent of the executive branch workforce was eligible (FLSA-covered) for overtime.

Overtime is paid at time and one-half. Peak overtime occurs in summer and during winter holidays, particularly in 24-hour institutions and during seasonal workload peaks.

Monthly Average Overtime Hours for Those Eligible



Employee Overtime Per Month for Those Eligible

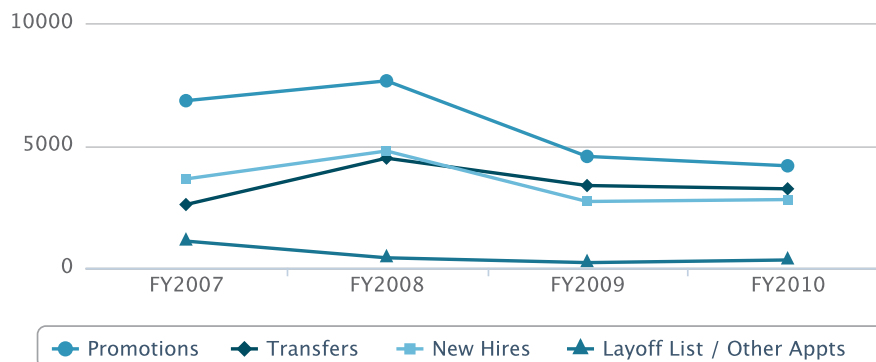
Description	FY07	FY08	FY09	FY10
Average Overtime Hours per Month	5.6	5.2	4.4	4.0
Average Percent Employees Receiving Overtime per Month	30.4%	29.8%	28.0%	27.3%

Talent Acquisition

Hiring And Staff Movement

The budget reductions and hiring restrictions during the last two fiscal years have resulted in fewer opportunities to acquire talent through new hires or to grow existing talent through promotions.

Overall Hiring Has Declined Since FY 2008



Top Jobs and Employers

As in past years, the job classes with the most new hires were seasonal ones, such as fire fighters and commodity graders, and those with high turnover, such as liquor store clerks and office assistants.

For the last three and a half months of the 2010 fiscal year, a hiring freeze was in effect. Job classes deemed critical for the health and safety of Washington citizens, such as state troopers and nurses, were exempted from the freeze.

Almost 70% of New Hires Were Made by 10 Agencies

Agency	# Hires
Social & Health Services	373
Natural Resources	296
Employment Security	225
Transportation	214
Corrections	175
Agriculture	169
Labor & Industries	150
Health	105
Military Department	95
Revenue	85
All Other Hiring Agencies (49)	869
Total	2,756

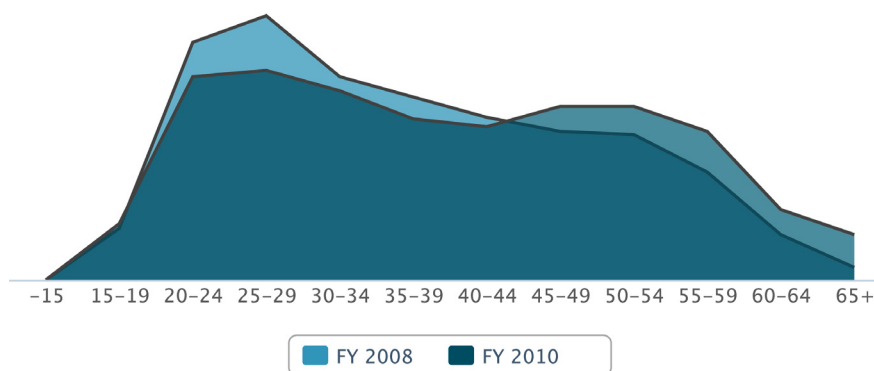
New Hire Age

In the last two fiscal years, the average age of new hires has risen from 37 to 39, while other state governments have maintained a new hire average age of 37.*

The increase in the age of new hires may be a result of more experienced workers in the labor market due to the economic situation.

*NASPE & Survey of States 2010 data.

Hiring Across Age Groups Has Levelled Since FY 2008

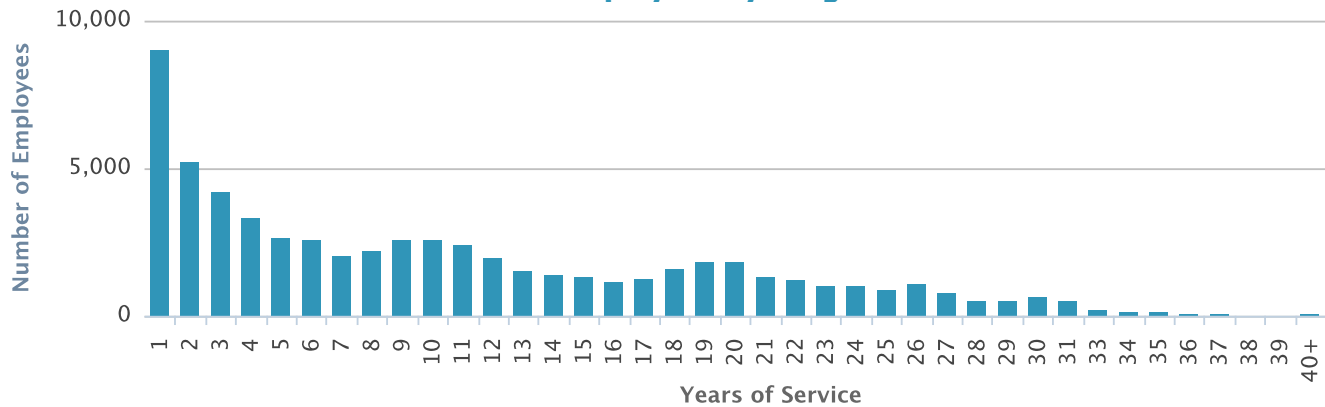


Retention

Length of Service

Washington State employees tend to stay with the state longer compared to employees of the federal and other state governments. The median length of service for the state's workforce has remained steady at 9-10 years for the last four years, compared to 6.4 years for all state governments and 7.9 years in the federal government. (Bureau of Labor Statistics 2010) Approximately 14 percent of Washington state employees had one year or less of service.

Distribution of Employees by Length of Service



State Workforce Turnover

Turnover due to layoff doubled in FY 2010. In FY 2010, 479 people were separated as a result of layoff from state service, compared to 275 people in FY 2009. Voluntary resignations continued to be fewer than the rate seen prior to budget and hiring restrictions.

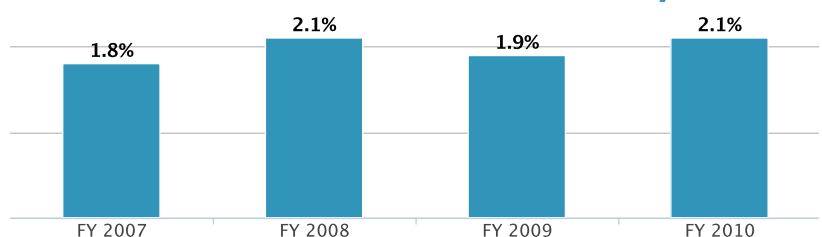
Statewide Turnover by Type

Turnover Type	FY 2007	FY 2008	FY 2009	FY 2010
Retirement	1.8%	2.1%	1.9%	2.1%
Resignation	5.8%	5.4%	4.2%	4.2%
Dismissal	0.3%	0.1%	0.2%	0.2%
Layoff	0.1%	0.1%	0.4%	0.8%
Other	1.1%	1.0%	1.2%	1.0%
Total Turnover	9.1%	8.7%	7.9%	8.3%

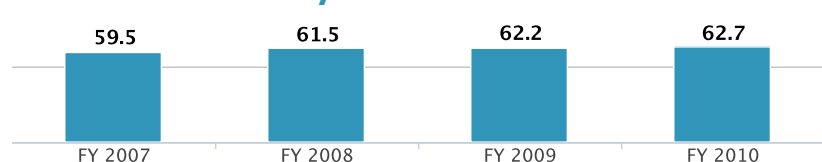
Turnover – Retirement

Though the rate of retirement has remained fairly stable, the average age at retirement continues to creep-up. Retirees in 2010 were an average of 3 years older than retirees in 2007.

Actual Retirement Rate is Steady



Average Age of State Employees at Retirement Increased by 3.2 Years Since FY 2007

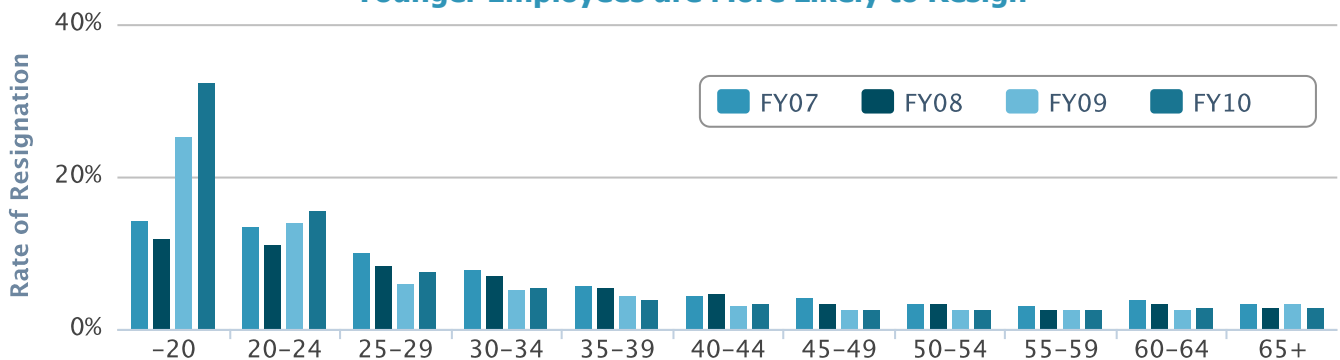


Retention (Continued)

Turnover - Resignation

In FY 2010, 2,446 employees resigned from state service. 82 percent of those who resigned in FY 2010 had 8 or fewer years of service. 44 percent had 1 or fewer years of service. The median length of time employees work for the state prior to resigning has remained steady at 2 years of service over the past 4 fiscal years. The youngest age groups have the highest resignation rates.

Younger Employees are More Likely to Resign

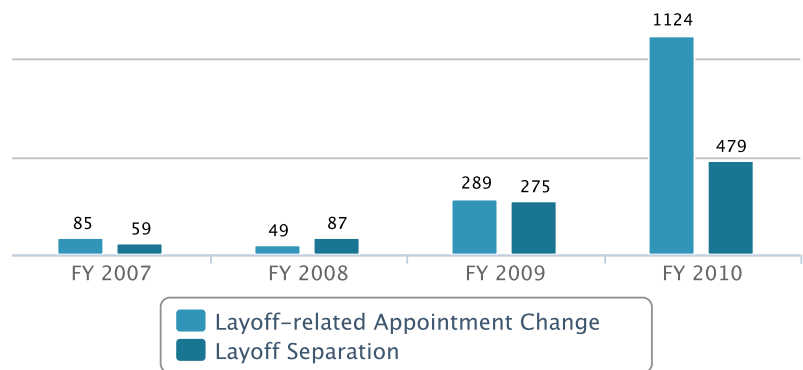


Layoff Activity

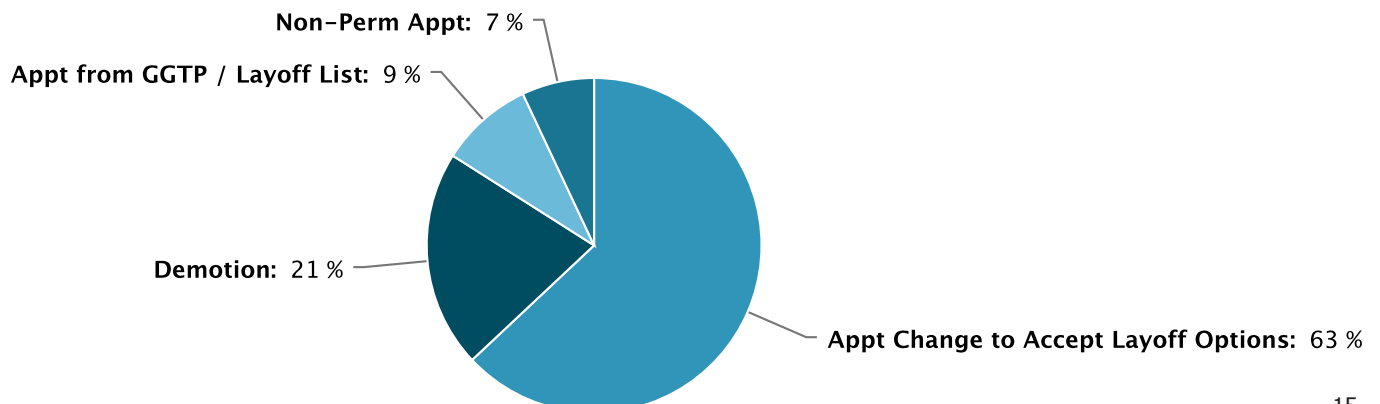
In FY 2010, 1,603 employees were directly impacted by a layoff action. As a result of these actions, 479 employees were separated from state service and 1,124 employees had layoff related appointment changes, such as:

- An appointment change to accept a layoff option
- Demotion or non-permanent appointment in lieu of layoff
- Appointment from a layoff list or general government transition pool (GGTP) prior to actual separation

1,603 Employees Affected by Layoff Activity in FY10



Layoff Actions Not Resulting in Separation



Employee Performance Management

Performance Planning and Evaluation

To effectively manage employee performance requires clarity around two basic questions: Do employees know what is expected of them? Do employees know how they are doing?

During FY 2010, agencies were challenged with layoffs, a hiring freeze, and budget reductions. The need for clarity on these questions became even more crucial in order to maintain an effective and engaged workforce.

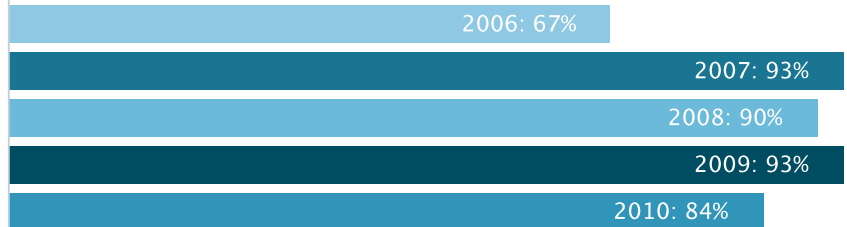
Compared to FY 2009, agencies generally improved in their use of performance management tools such as job descriptions, performance expectations, individual performance plans, and performance evaluations.

FY 2010 Compared to FY 2009

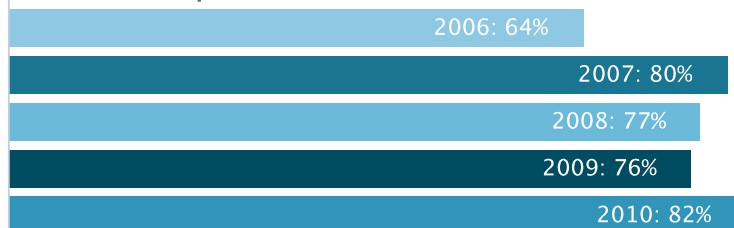
- Employees with current job descriptions decreased by 9 percentage points
- Employees with current performance expectations increased by 6 percentage points
- Employees with individual development plans and performance evaluations both increased by 4 percentage points

Percent Employees with Up-to-Date Performance Plans and Evaluations

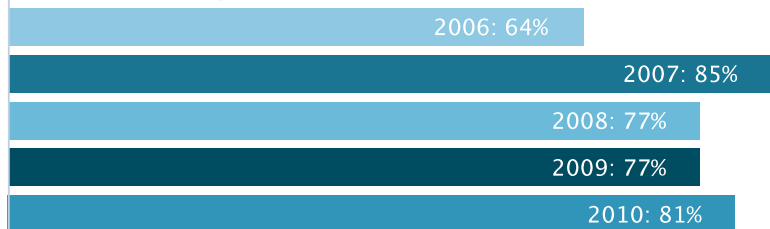
Job Descriptions



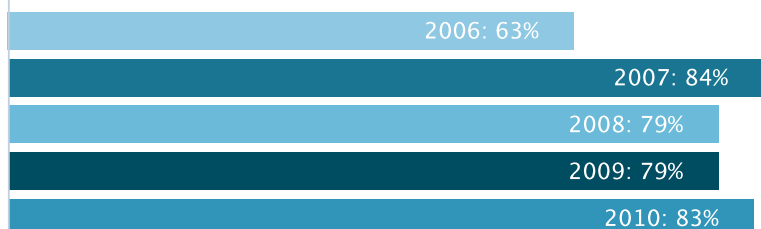
Performance Expectations



Individual Development Plans



Performance Evaluations



Agencies report status on their use of performance management tools in their annual HR Management Report.

Employee Satisfaction

Washington State Employee Survey

Every other year, the State Employee Survey is conducted in most agencies. The survey consists of 13 questions designed to gauge employee opinions about their work environment and management. The State Employee Survey was first administered in spring 2006, again in fall 2007, and most recently in the fall of 2009. The overall response rate in 2009 was about 60 percent.

The Department of Personnel reports the overall survey results to the Governor and agency directors, and posts them on the DOP website for the workforce to view. In addition, each agency analyzes their own results and typically prepares action plans for follow through.

Washington State employees' responses to each of the survey questions are shown in the table below. Responses of federal employees to a similar survey (Federal Human Capital Survey 2008) are shown for comparative purposes.

Overall Average Ratings

2006	3.78
2007	3.80
2009	3.84

(Scale of 1-5)

Question	2006	2007	2009	WA State Employees % rating 4 or 5 in 2009	Federal Employees % rating 4 or 5
1. I have the opportunity to give input on decisions affecting my work.	3.50	3.56	3.58	58%	53%
2. I receive the information I need to do my job effectively.	3.80	3.77	3.84	73%	73%
3. I know how my work contributes to the goals of my agency.	4.12	4.14	4.21	82%	84%
4. I know what is expected of me at work.	4.28	4.25	4.31	87%	n/a
5. I have opportunities at work to learn and grow.	3.59	3.66	3.60	58%	64%
6. I have the tools and resources I need to do my job effectively.	3.76	3.75	3.80	70%	51%
7. My supervisor treats me with dignity and respect.	4.29	4.29	4.33	83%	n/a
8. My supervisor gives me ongoing feedback that helps me improve my performance.	3.72	3.76	3.80	66%	57%
9. I receive recognition for a job well done.	3.34	3.43	3.47	54%	50%
10. My performance evaluation provides me with meaningful information about my performance.	3.39	3.45	3.52	57%	64%
11. My supervisor holds me and my co-workers accountable for performance.	4.14	4.11	4.11	78%	82%
12. I know how my agency measures success.	3.39	3.43	3.49	56%	n/a
13. My agency consistently demonstrates support for a diverse workforce.	n/a	3.83	3.89	70%	n/a

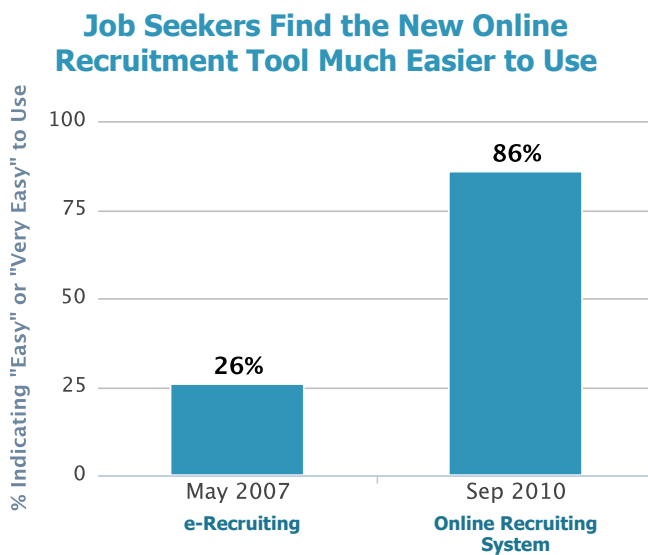
Rating Scale: Almost Never/Never (1) Seldom (2) Occasionally (3) Usually (4) Almost Always/Always (5)

Workforce Initiatives

The Department of Personnel (DOP) is partnering with state agencies to deliver a number of shared services initiatives. By improving efficiency and consistency in how the state manages its workforce, these initiatives are reducing HR transaction time, risk, and costs.

Online Recruiting System

On July 1, 2010, the state launched a new single point of entry for citizens to find job opportunities with state government, replacing the state's existing E-Recruiting system. Between July 31 and September 30, 55,848 applications were received and 576 appointments made to critical state positions.



Central Service Center

Multiple support functions were combined into one central service center for assistance with:

- Applying for state jobs.
- Accessing online training through the state's e-Learning system.
- Using Employee Self Service.
- Working with the state's central personnel/payroll system.

The Service Center assists more than 2,300 customers per month.

Small Agency HR Services

DOP is establishing a scalable HR shared services model for small agencies to reduce duplication of effort and support consistency in human resource management across small

agencies. Phase I, which was put in place in October 2010, provides expanded HR services to 35 small agencies who have no dedicated HR manager.

Online Leave System

On November 16, 2010, DOP began a pilot of the online leave request and approval functionality delivered with the Human Resource Management System (HRMS). Staff will be able to request leave online; the request will be automatically routed to their supervisor for approval; and, once approved, will be entered into HRMS without further handling.

Centralizing HRMS Security

Security and monitoring for the state's payroll system is being centralized to standardize how roles are used across agencies, reduce administrative burden on agencies, and mitigate risk. Agencies are being converted to centralized security in groups, with all agencies converted by June 2011.

Paperless Earnings Statements

Agencies have the option to selectively stop printing employee earnings statements, which employees can access online through Employee Self Service (ESS). As of November 2010, approximately 70 percent of employees receive their earnings statements electronically via ESS. The move to electronic earnings statements, along with changes in the printing and distribution of HRMS reports, has reduced system printing by nearly one million pages annually.

Employee Self Service

DOP converted Employee Self Service (ESS) to standard SAP screens, which have been redesigned to reflect accepted internet design principles. Converting to the standard screens improves the user interface, enhances system efficiency, reduces the cost and complexity of future upgrades, and opens the capacity for future enhancements such as online leave request and approval functions.

Diversity Website

The 2010 Washington State Diversity Fair was transformed from a 90-minute event on the capitol campus to a virtual online event that also served to launch a new Diversity.wa.gov website. DOP worked with 13 partner agencies to create the website, which was launched on September 9, 2010. By going virtual with the Diversity Fair, the state avoided the costs of a physical event and also expanded access so employees statewide could participate. More than 4,500 visitors from 100 agencies and 85 cities visited the website in the first week.



Department of Personnel
521 Capitol Way South
Olympia Washington 98504-7500

360-664-1960
www.dop.wa.gov
www.careers.wa.gov